



***States of Oregon and Washington  
Departments of Transportation  
Notice to Consultants***

***Columbia River Crossing Project - Environmental Impact Statement***

The Washington State Department of Transportation (WSDOT) solicits interest from consulting firms who would like to be evaluated for providing environmental and design services to work collaboratively with the WSDOT and Oregon Department of Transportation (ODOT) Project Team to deliver the environmental phase of the Columbia River Crossing Project. This project is expected to enter the EIS phase (or other required environmental documentation, if an EIS is not required) by Spring/Summer 2005. One (1) agreement will be awarded. The WSDOT/ODOT Project Team anticipates the total cost of the environmental phase to be in excess of \$20 million, with an initial agreement to be in excess of \$6 million, but the total dollar figure will vary upon project requirements and funding. The agreement will be for the duration of the I-5 Columbia River Crossing Project. An effective WSDOT/ODOT and consultant project team will be crucial to successful, on-time, and on-budget project delivery.

**Project Description**

The I-5 Corridor is a critical link in the Washington/Oregon transportation system, that is congested many hours of the day resulting in associated economic impacts. It serves as a vital regional travel corridor within the Portland/Vancouver region. As a major route for employees, freight, and goods for many large and small businesses, its importance extends beyond our borders, both nationally and internationally.

The multi-modal project includes transportation improvements that manage traffic congestion and improves mobility, safety and the quality of life for interstate users and communities in the I-5 corridor. The project is a joint effort between the WSDOT, ODOT, Federal Highway Administration, Federal Transit Administration, Metro, Southwest Washington Regional Transportation Council, local agencies, and the cities and communities in the I-5 corridor.

The WSDOT/ODOT project team desires to retain an experienced consultant team to gain the benefit of experience and expertise in major project management as well as to augment WSDOT/ODOT workforce to deliver this project. The consultant will come into this project at a very early preliminary stage to formulate strategies collaboratively with the WSDOT/ODOT project team on how to deliver this massive, challenging project, and then to implement the delivery strategies. The first stage of the agreement is to perform preliminary design and NEPA environmental documentation. At the option of the WSDOT/ODOT project team, additional design work, and one PS&E as well as On-Call services through completion of construction may be added, if necessary.

Work performed through this agreement may include full responsibility for: project delivery and organization strategy development and implementation, project management, environmental vision and strategy development and implementation, project preliminary design, design management, technical and management staff support, and other services as needed for the project. At the option of the WSDOT/ODOT project team, additional



assignments may be added. The WSDOT/ODOT project team may choose to pursue inclusion into the consultant agreement the more detailed preliminary design work for the project based on future funding and schedule requirements.

#### *Funding Environment*

Work on the I-5 trade corridor study was completed in June 2002. The Governor's of Washington and Oregon provided dollars to fund the partnership of State, Federal, regional, and local decision-makers to determine the scope of corridor improvements needed.

The Columbia River Crossing Project currently has \$6.9 million authorized, with an additional \$2 million being authorized in 2005 Federal Appropriations. It is anticipated that significantly more funds will be available to the project after the adoption of the 2003-2009 Federal Transportation Reauthorization. All of these funds are dedicated to the environmental effort.

A significant challenge for this Project is managing the available funding wisely to move toward delivery of the project, while legislative decisions on ultimate funding are pursued. Consultant collaboration with the WSDOT/ODOT project team on funding strategies will be an important aspect of services. The states of Washington and Oregon anticipate additional funding through future congressional and legislative budget actions to support uninterrupted consultant services for the duration of the Project.

Funding increases will substantially increase the initial consultant effort. In the event that future funding is eliminated or decreased, the States of Washington and Oregon reserve the right to terminate the contract or to modify it accordingly.

#### *Description of Work*

This project will develop the environmental documentation and design file through the environmental phase up to and including the preferred alternative (when selected) for a new or improved crossing of the Columbia River. The successful consultant team will have skills in the NEPA/SEPA processes (FHWA and FTA), geotechnical and structural engineering, planning, strategic project implementation, innovative financing including tolling, innovating contracting including design/build, overall communications, and public involvement that can be conducted on an expedited schedule without compromising quality. The consultant team will be responsible for developing an evaluation methodology and performing technical analysis of solutions that will address the congestion and mobility problems for freight and people within this critical corridor. Additional information regarding the project, including background information and description of work to date, can be found at the following links:

<http://www.wsdot.wa.gov/projects/I5PortVacBridge/>  
<http://www.i-5partnership.com/>

This project includes major environmental analysis and documentation, multi-modal urban design work, operational analysis, traffic plans, structures design, construction staging, and facilitation and support of various committees.



The expected work of the consultant includes both management expertise and technical expertise to deliver the Project. The work will include project management inclusive of planning, environmental phase work, design, technical and management staff support, oversight and preliminary design for corridor continuity, environmental vision, and possible management of on-call and preliminary design agreements.

Work performed through the consultant agreement will include project elements under WSDOT/ODOT management, as well as work to support WSDOT and ODOT for the Project elements under the management of other jurisdictions and agencies.

The consultant will assist the WSDOT/ODOT Project Team in coordinating with many different groups, some of which include but are not limited to; utility companies, neighborhood groups, businesses, watershed committees, permit streamlining committees, FHWA, FTA, local and regional transportation agencies, local/state/federal permitting agencies, other state and local projects/programs that are influenced by or may influence the project, preliminary design consultants, on-call consultants, contractors, traffic management, and state personnel in Washington and Oregon.

The consultant will assist the WSDOT/ODOT Project Team to develop and acquire memorandums of understanding and memorandums of agreements with utility, railroad, transit, local, and state agencies in Washington and Oregon.

#### *Organizational Structure and Staffing*

Within the WSDOT/ODOT Project Team, Washington and Oregon have developed an organization around the Columbia River Crossing Project that assures management commitment to an aggressive schedule. It is expected that the consultant will augment the WSDOT/ODOT Project Team workforce and together the Consultant and WSDOT/ODOT staff will work as an integrated project team.

#### *Columbia River Crossing Project Delivery Principles*

- Strong owner role;
- Employ cost containment and reduction tools and procedures to ensure efficient delivery;
- Maximize the program's potential to provide an immediate boost to the economy, create jobs, and build a foundation for continued growth of industry;
- Maximize involvement and coordination of Oregon and Washington State agency programs including but not limited to those in support of: Disadvantaged Business Enterprises;
- Minimize/reduce costs over the life of the program;
- Engage public sector transportation agencies to coordinate key project elements for successful completion;
- Involve business, special interest groups, and community stakeholders in the project decision-making process;
- Look for opportunities to leverage project funds;
- Assign responsibility to where it is most effective;
- Provide for effective decision making;
- Small WSDOT/ODOT project staff; and
- Leverage private industry:



- Use consultant to create integrated management team; and
- Use consultants for environmental phase through preliminary design.

### *Delivery Strategies*

A critical function of the consultant will be the development of delivery strategies for implementing the Project. These strategies will evolve into plans that will be implemented collaboratively by the WSDOT/ODOT/Consultant Project Team.

Development of strategies for the following elements are considered critical to the success of this project:

- Management and organization structure;
- Project control;
- Project implementation;
- Environmental, utilities, and right of way (as part of the preliminary design effort); and
- QA/QC.

### *Responsibility Matrix*

An integrated project management team consisting of Consultant, WSDOT and ODOT staff is expected. A responsibility matrix will be required. This matrix will further define the roles and responsibilities between the WSDOT, ODOT and the Consultant as well as on-call consultants for the implementation of the project.

The responsibility matrix will be unique to the needs of the Project. The development of the Project Responsibility Matrix will be a collaborative effort among the Project Team.

### *Work Priorities*

At present, the Project does not have sufficient funding to perform all work for the Project. Therefore, the individual tasks, up to \$6 million under the current funding available, will be authorized using the following priority principles:

#### *Project Management Priorities*

- Develop management and organizational structure strategies to deliver the Project;
- Develop project control strategies;
- Develop project implementation strategy (master scheduling, definitions, phasing, cost estimating);
- Develop Project Environmental Vision and Permitting Strategy (NEPA/SEPA project documentation);
- Develop Project Management and Financial Management Plans (resource – [www.fhwa.dot.gov/programadmin/mega/](http://www.fhwa.dot.gov/programadmin/mega/)); and
- Coordinate with other projects.

#### *Preliminary Design Priorities*

- Develop scope, schedule and budget;
- Coordinate with other projects as needed; and
- Start Access Report.



While the above tasks are initial tasks and have a somewhat limited budget allocation, they are an important effort to prepare to deliver the overall project. These initial tasks will develop and lay out the entire project delivery plan, structure, and organization. It is critical to overall project success to get this work underway and wisely invest the limited initial funds to lay the foundation for successful delivery when more funding becomes available. Collaborative input from the consultant on what needs to be done to prepare to deliver this massive project will be considered by the WSDOT/ODOT Project Team in the assignment of tasks to be done.

### *Office Space and Co-location*

The Project Team will be co-located for the work on this project, and will include sufficient space to house all team members associated with the Columbia River Crossing Project. The co-located facility will either be acquired by the WSDOT/ODOT Project Team or the Consultant, to be determined during the development of the scope of services. Co-location will allow the CRCP team to work collaboratively, and it allows for efficient decision-making. Team members who should co-locate – including staff from both states, consultants, resource agency staff, and other potential staff – will be decided by the Project Team. It is anticipated that the office space will be located in Vancouver, Washington, but other locations can be considered if they make sense to the project needs.

### **Pre-Submittal Meeting (required attendance)**

A mandatory pre-submittal meeting will be held on Thursday, March 3, 2005, from 2:00 PM to 4:00 PM at:

WSDOT SW Region Headquarters  
11018 NE 51<sup>st</sup> Circle  
Vancouver, WA 98668

Consultant attendance at the pre-submittal meeting is required. The pre-submittal meeting will allow the WSDOT/ODOT Project Team to introduce the Project and to present specific project details, answer questions about the Project, and address questions related to the request for qualifications. Minutes from the meeting, including responses to questions, will be posted on the consultant services website at [www.wsdot.wa.gov/consulting/](http://www.wsdot.wa.gov/consulting/). Please RSVP by February 28, 2005, to Doug Ficco, by email [ficcod@wsdot.wa.gov](mailto:ficcod@wsdot.wa.gov) to confirm attendance. Please use "RSVP" as the email subject line. Include the name of your firm and the number of representatives who will be attending in the email.

### **Evaluation Criteria**

The consultant will need to demonstrate capacity and capability to do project management, strategic project environmental planning, preliminary design/environmental documentation as well as providing qualified project support/specialty services personnel to supplement the WSDOT/ODOT Project Team. They will also need to demonstrate the ability to quickly respond to project needs, schedule requirements, and funding availability changes, the consultant must be able to readily provide staffing and resources in the following areas:

- Key Personnel;





- Technical staff to support an integrated WSDOT/ODOT/Consultant Project Team; and
- Transportation and Environmental Design staff.

#### *Key Personnel*

Qualified and committed personnel are key to the successful completion of the Project. The WSDOT/ODOT Project Team holds the philosophy that it is the people who make the project successful; the organizations can and will change. With this in mind, the states of Washington and Oregon reserve the right to approve all full-time and key personnel individually for work on this contract. The consultant shall provide a core group with the appropriate mix of management, technical expertise, and experience. Given the current project funding and the anticipated funding, the availability of Key Personnel should be flexible to meet the needs of the program and funding environment. It is anticipated that some of the Key Managers will initially work on the project part-time, becoming full-time as the position needs and funding dictate. At the point in time in which project funding supports it, the core consultant staff will be 100% available to the project. The Project Manager is expected to be 100% available to the project at contract execution. The key personnel will stay with the Project until either the WSDOT/ODOT Project Team and the consultant mutually agree on replacement personnel, or the position is no longer needed.

The activities below are key delivery areas the consultant is expected to provide. Within each of these areas, there will be many positions to staff. As the project develops, additional key personnel will be required. Support for each of the key personnel will need to be defined and provided as the project progresses and as budget allows. The consultant staff will be required, at a minimum, to show experience, expertise, innovation, and "not business as usual" skills in executive leadership and technical ability in the following areas:

- Project Manager: Experience and expertise, including alternative project delivery, cost containment, to lead and manage the delivery of the project. Experience in providing strategic advice to large transportation projects/organizations. Experience in both FHWA and FTA environmental process;
- Design Engineering Manager: Background to lead design using alternative delivery methods. Background in multi-modal design, which includes but is not limited to, HOV, transit, pedestrian, bicycle, highway, etc.;
- Environmental Manager: Background to lead the development and implementation of the project Environmental Impact Statement (or other required environmental documentation, if an EIS is not required). Experience with both FHWA and FTA environmental processes;
- Traffic Engineering and Construction Traffic Management: Experience and expertise in managed lanes and on major freeway, improvements where existing traffic must be maintained;
- Public Relations Management: Background to manage communication to a diverse audience from small entities to general public;
- Contract and Agreement Management: Experience with managing multiple agreement types;
- Real Estate Acquisition Management: Background to lead development of early and project right-of-way acquisition to keep project on schedule;



- Utilities Management: Background to lead development of utility relocation strategies to avoid project delivery impacts; and
- Financial Management: Background to lead development of a financial management plan.

Personnel with managerial and technical skills typical to the environmental phase, multi-modal transportation design and construction projects are required to be part of the team.

### *Minimum Qualifications*

The consultant must demonstrate expertise and experience in the following areas:

- "Mega project" management for all phases of a mega project's life, from initial implementation through project closeout;
- Multi-modal transportation design projects, including, but not limited to HOV, transit, pedestrian, bicycle, highway, etc.;
- Managing, administering, and providing oversight for design contracts as an owner representative;
- Facilitation of discussion and resolution of complex technical project elements with the appropriate stakeholders;
- Communicating, involving, and coordinating with diverse groups and stakeholders to develop consensus on the project;
- Developing, forming, and administering strategies for cost control and contracting approaches;
- Organizational development (project management, planning, budget management, organization development, coordinating equipment and services, human resources, identifying procurement methods and procedures, etc.);
- QA/QC and other project controls (scheduling, cost estimating, document control, general accounting, cost accounting, budgeting, etc.);
- Understanding and application of NEPA/SEPA requirements and applicable permits;
- Public works standards, methods, and procedures;
- Initiating interagency agreements (execution by WSDOT/ODOT Project Team); and
- Real estate acquisition processes.

### *Desired Qualifications*

Consultant expertise and experience in the following areas are desirable:

- Understanding of sensitive local and regional issues in the I-5 Columbia River Crossing Project;
- Understanding of gaining environmental approvals to proceed in an arena where the endangered species act is in effect; and
- WSDOT/ODOT standards, methods, and procedures.

The WSDOT/ODOT Project Team has not prepared a detailed scope of work to be performed under this contract. The consultant will assist the WSDOT/ODOT Project Team in development of the scope, schedule and final budget.



A two-phase selection process will be used. The first phase will be submittal review and the second phase will be interviews. Firms invited to interview will be short-listed from the submittal review phase. Not all firms will be invited to interview.

Pursuant to state and federal regulations, a qualifications-based selection process will be used to select a consultant for this project. The following information and criteria will be used to evaluate and rank responses:

1. Qualifications/Expertise of Firm(s) on Team;
2. Qualifications of Proposed Project Manager;
3. Key Team Members Qualifications (Prime and Sub-Consultant);
4. Firm's Project Management System (Prime Consultant Only);
5. Team's demonstrated ability of technical personnel and capacity to supply a preliminary design workforce solely to the project; and
6. References/past performances (Prime Consultant Only.)

The link to the definitions and point value for each of the proposed criteria may be found on the first page of this advertisement web site.

NOTE: It is imperative that the consultant reviews the definitions of the scoring criteria. We have included requirements and/or limitations for the information that is being requested as well as a point value assigned to each criterion.

### *Interview*

As the second phase, a separate interview panel will interview and select the successful consultant. The interview will focus on the team's approach to deliver the Project. The final selection will be based on the team's combined experience, capabilities, and approach. The States reserve the right to not conduct consultant interviews and to select the consultant solely upon the merits of the written submittals.

The Project Manager must lead the presentation before the interview panel. The consultant shall make available its Key Managers for questions and submittal package clarification. Interviews will be held during the week of April 4, 2005.

### **Submittals**

Consultants are invited to submit their Statement of Qualifications at their own cost. WSDOT/ODOT assumes no obligation of any kind for expenses incurred by any respondent to this solicitation. The submittal is limited to a total maximum number of forty (40) sheets submitted only on single sided (single sided meaning one side only of a single sheet of paper) typed 8.5" x 11" paper (if charts and/or graphs are utilized text must be a readable size font), and with type size no smaller than 12 point.

Your Statement of Qualifications must be broken into two (2) separate packets. Your Statement of Qualifications "Packet A" must consist of:





- Your responses to scoring Criteria 1 through 5.

Your Statement of Qualifications “Packet B” must consist of:

- Your letter of transmittal;
- Your response to scoring criteria 6; and
- Your Submittal Information Packet forms for you as the prime and all of your proposed sub-consultants.

The page limitation does not apply to the front and back covers of “Packet A” and all of “Packet B.” You may only include required material in “Packet B,” any other material will be removed and discarded.

The Statement of Qualifications shall meet the following requirements or will be deemed non-responsive and will not be eligible for consideration of this work:

- Title of the Request for Qualifications and your firm clearly identified on the cover of the submittal Packets “A” and “B”, and the letter of transmittal;
- Statement of Qualifications broken into “Packet A” and “Packet B” as indicated above;
- Responsive to all evaluation criteria;
- Meeting page limitations and font size requirements; and
- Meeting submittal deadline submission date.

Materials submitted in response to this competitive procurement shall become the property of WSDOT/ODOT and will not be returned. All submittals received will remain confidential until WSDOT and the successful Consultant sign the agreement resulting from this advertisement. All submittals are deemed public records as defined in the RCW 42.17.250 to 42.250.340.

The professional capabilities of Consultants must include Professional Registration in the States of Washington and Oregon and a demonstrable expertise in one or more of the disciplines necessary to accomplish the services. In addition, the Consultant must be registered as a company licensed to perform "engineering services" in the States of Washington and Oregon.

Faxed or e-mailed submittals will not be accepted. Seven (7) copies of your “Packet A” and one (1) copy of “Packet B”, whether mailed or hand-delivered, must arrive at the following address no later than 5:00 pm on Wednesday, March 23, 2005:

Mr. Michael B. Rice  
 Director, Consultant Services  
 Washington State Department of Transportation  
 Capital View II Building, 2<sup>nd</sup> Floor  
 724 Quince Street SE  
 Olympia, WA 98504-7323



Note: Please be aware that if you mail your submittal utilizing the United States Postal Service (USPS), an additional two (2) working days will be added to the delivery time due to the fact that all State Agency mail must go through an internal Campus Mail system first before it reaches its final destination. Submittals mailed via USPS, including next day deliveries, must account for this added delivery time in order for the submittal to reach the Consultant Services office by the due date and time.

Any questions regarding the submittal process should be directed to the Consultant Services Office, at 360-705-7147. All questions regarding the technical aspect of this request should be directed to Mr. Doug Ficco, Columbia River Crossing Project Director, at 360-905-2023.

The department has an overall Disadvantaged Business Enterprise (DBE) Goal. The DBE goal for participation will be obtained through a combination race-neutral/race-conscience means as outlined in WSDOT's "Disadvantaged Business Enterprise Program Plan." The department encourages disadvantaged, minority, and women-owned consultant firms to respond.

Persons with disabilities may request this information be prepared and supplied in alternate formats by calling collect 206-389-2839. Persons with hearing impairments may call 1-800-833-6388 (Washington State Telecommunications Relay Service) and ask for 206-515-3683.

Dates of publication in the Seattle Daily Journal of Commerce: Wednesday, February 16, 2005, and Wednesday, February 23, 2005.

Submittal Due Date: Wednesday, March 23, 2005.